

From: "Brona Pinnolis" <bpinnolis@memphiscrime.org>  
To: "Lauren Jenkins" <ljenkins@pittcomanagement.com>  
CC: "William Gibbons (wgibbons)" <wgibbons@memphis.edu>  
Date: 9/8/2016 2:19:30 PM  
Subject: RE: Grant Application  
Attachments: MOU-MSCC-UOM.pdf  
Memphis Crime Rates June 2016.pdf  
Crime Trends graph 2006-2015.pdf

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Hi Lauren, here are responses to your inquiries, as well as attachments to help fully respond. Please let us know if you need anything further. Thank you!

- 1) The \$100k being requested all of it would go directly to start-up/operating expenses for the PSI, correct? None of it would be for general operations for MSCC/OSC?  
A portion of the grant would reflect general operations of MSCC insofar as the work of PSI is a joint venture between MSCC and UofM. Please see attached MOU for clarification of the relationship between the two organizations.
- 2) Funding, if approved, will go to MSCC and not the U of M, correct?  
Correct
- 3) Can you tell me what the conditions are for the Plough grant mentioned?  
The Plough grant agreement requires quarterly reporting on board meeting attendees and minutes, progress reports on OSC action items, monthly crime trend reports, as well as bi-annual reports on secured and prospective sources of support for PSI, research agendas including partners and sources of research funding, key research findings and information on implementation of research findings. Additionally, reporting will include the media and communications strategy, once developed, along with bi-annual updates, that describe PSI's plans to communicate the role of PSI, its activities and its aim to improve community perception about public safety.
- 4) Regarding the researchers from the Dept. of Criminology and Criminal Justice and the School of Law that PSI will utilize – who will they report to?  
Bill Gibbons and their department chairs. PSI will draw on researchers from throughout the university as well as from other local and national universities as appropriate. Gibbons will commission the research and sign off on the terms and conditions of each research project conducted for PSI and so will be ultimately accountable for all work conducted for PSI.
- 5) In the application, it states that "... at the conclusion of OSC1 in 2011, major violent crime had been reduced from its baseline year of 2006 by 23%..." However, when I look at the "Major Violent Crime Trends" line graph, it shows 2008.6 in 2006 to 1,603.9 in 2011, which is closer to a 20% decrease. I realize that's minor – I just want to understand the difference.  
Your math is correct; the numbers shift slightly over the years as cases are resolved or charges reclassified. For purposes of reporting on OSC1, 23% should reflect the rates as they existed at the initial time of reporting results in 2011.
- 6) Are there any more percentages/statistics you can offer for changes in violent crime since the beginning of OSC2 in 2012 to now (or 2015 – whatever you have numbers on)?  
Bill provided in your packet a black and white chart with crime rates for Memphis through June 2016. I am attaching that same chart in color.
- 7) For the next iteration of OSC (3), that will be developed/implemented before the PSI is established, correct? If yes, is the plan to later implement/course-correct any findings of the PSI, once established, down the road as you

go?

No. PSI was launched officially September 1 with the onboarding of Bill Gibbons as its director. Strategic planning for OSC3 remains underway and it is anticipated that it will launch in the late fall, 2016. PSI will commission evaluations for each of the major initiatives of the new OSC3 plan and work has already begun on that—specifically, during the OSC3 planning we're focusing on detailing key performance indicators for each strategy as it takes shape. These performance indicators form the basis for an evaluation.

- 8) Since PSI is within the University, to whom is it accountable? The MSCC board or the University of Memphis board/administration? Is there an agreement in place between MSCC and the University?

As a joint venture of the MSCC and UofM, PSI is accountable to both the MSCC board and the Dean of the UofM College of Arts and Sciences. I have attached a copy of the MOU for your convenience.

- 9) Can you tell me a little more about who else, besides Plough, is funding both MSCC currently and the PSI? Are there any other major donors? Are there any outstanding large asks out that are still pending?

Memphis Tomorrow and many of our major corporations are funders, and we have a number of smaller donors. That said, we are beginning a new fundraising era now that Gibbons is on board and plans for that are literally in the works. We can provide you with more information as we get our new fundraising strategies kicked off this fall.

- 10) Can you send me a copy of the "Major Violent Crime Trends for City of Memphis" (2006-2015) and "Major Property Crime Trends for City of Memphis" (2006-2015) line graphs that were included in the packet Mr. Gibbons gave us when we met?

Attached.

*Brona E. Pinnolis, JD*  
*Project Coordinator*  
*Memphis Shelby Crime Commission*  
*600 Jefferson, Suite 400*  
*Memphis, TN 38105*  
*Direct Line: 901-507-4192*



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From: Brona Pinnolis  
Sent: Wednesday, September 07, 2016 1:14 PM  
To: 'Lauren Jenkins' <ljenkins@pittcomanagement.com>  
Subject: RE: Grant Application

Working on it. Hope to fulfill by eod...I don't personally know the answer to each question but getting resolved.

*Brona E. Pinnolis, JD*  
*Project Coordinator*  
*Memphis Shelby Crime Commission*  
*600 Jefferson, Suite 400*  
*Memphis, TN 38105*  
*Direct Line: 901-507-4192*



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From: Lauren Jenkins [<mailto:ljenkins@pittcomanagement.com>]  
Sent: Wednesday, September 07, 2016 11:12 AM

To: Brona Pinnolis <[bpinnolis@memphiscrime.org](mailto:bpinnolis@memphiscrime.org)>

Subject: RE: Grant Application

Hi Brona – I'm working on finishing my write-up for MSCC's request that'll go to next Thursday's board meeting, but I have some questions I was hoping you could help me with:

- 1) The \$100k being requested – all of it would go directly to start-up/operating expenses for the PSI, correct? None of it would be for general operations for MSCC/OSC?
- 2) Funding, if approved, will go to MSCC and not the U of M, correct?
- 3) Can you tell me what the conditions are for the Plough grant mentioned?
- 4) Regarding the researchers from the Dept. of Criminology and Criminal Justice and the School of Law that PSI will utilize – who will they report to?
- 5) In the application, it states that "... at the conclusion of OSC1 in 2011, major violent crime had been reduced from its baseline year of 2006 by 23%..." However, when I look at the "Major Violent Crime Trends" line graph, it shows 2008.6 in 2006 to 1,603.9 in 2011, which is closer to a 20% decrease. I realize that's minor – I just want to understand the difference.
- 6) Are there any more percentages/statistics you can offer for changes in violent crime since the beginning of OSC2 in 2012 to now (or 2015 – whatever you have numbers on)?
- 7) For the next iteration of OSC (3), that will be developed/implemented before the PSI is established, correct? If yes, is the plan to later implement/course-correct any findings of the PSI, once established, down the road as you go?
- 8) Since PSI is within the University, to whom is it accountable? The MSCC board or the University of Memphis board/administration? Is there an agreement in place between MSCC and the University?
- 9) Can you tell me a little more about who else, besides Plough, is funding both MSCC currently and the PSI? Are there any other major donors? Are there any outstanding large asks out that are still pending?
- 10) Can you send me a copy of the "Major Violent Crime Trends for City of Memphis" (2006-2015) and "Major Property Crime Trends for City of Memphis" (2006-2015) line graphs that were included in the packet Mr. Gibbons gave us when we met?

Is a response to the questions feasible by end-of-day today or tomorrow morning? I appreciate any help you can offer!

Warm regards,  
Lauren Jenkins  
Grants Manager  
Hyde Family Foundations

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From: Brona Pinnolis [<mailto:bpinnolis@memphiscrime.org>]

Sent: Friday, June 17, 2016 3:59 PM

To: Lauren Jenkins

Subject: RE: Grant Application

Lauren, Here it is! This is the one. Thanks again.

*Brona E. Pinnolis, JD*  
*Project Coordinator*  
*Memphis Shelby Crime Commission*  
*600 Jefferson, Suite 400*  
*Memphis, TN 38105*  
*Direct Line: 901-507-4192*



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From: Brona Pinnolis

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Sent: Thursday, June 16, 2016 10:42 AM  
To: 'Lauren Jenkins' <[ljenkins@pittcomanagement.com](mailto:ljenkins@pittcomanagement.com)>  
Subject: RE: Grant Application

Hold for a bit I m going to get Bill to look it over. Thanks for bringing to my attention.

*Brona E. Pinnolis, JD*  
*Project Coordinator*  
*Memphis Shelby Crime Commission*  
*600 Jefferson, Suite 400*  
*Memphis, TN 38105*  
*Direct Line: 901-507-4192*



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From: Lauren Jenkins [<mailto:ljenkins@pittcomanagement.com>]  
Sent: Thursday, June 16, 2016 10:26 AM  
To: Brona Pinnolis <[bpinnolis@memphiscrime.org](mailto:bpinnolis@memphiscrime.org)>  
Subject: RE: Grant Application

Thanks, Brona. Did Bill Gibbons get a chance to review it too? I know Teresa was talking with Blair recently about wanting him to review it also. Just want to make sure this is the final-final version.

Thanks again,  
Lauren Jenkins  
Grants Manager  
Hyde Family Foundations

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From: Brona Pinnolis [<mailto:bpinnolis@memphiscrime.org>]  
Sent: Thursday, June 16, 2016 9:03 AM  
To: Lauren Jenkins  
Subject: RE: Grant Application

Lauren, sorry this took so long but I wanted Blair Taylor to review it. I m attaching the revised grant application. I appreciate your forbearance as we completed the proposal.

*Brona E. Pinnolis, JD*  
*Project Coordinator*  
*Memphis Shelby Crime Commission*  
*600 Jefferson, Suite 400*  
*Memphis, TN 38105*  
*Direct Line: 901-507-4192*



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From: Brona Pinnolis  
Sent: Tuesday, June 07, 2016 5:27 PM  
To: 'Lauren Jenkins' <[ljenkins@pittcomanagement.com](mailto:ljenkins@pittcomanagement.com)>  
Subject: RE: Grant Application

Thanks again.

*Brona E. Pinnolis, JD*  
*Project Coordinator*  
*Memphis Shelby Crime Commission*  
*600 Jefferson, Suite 400*  
*Memphis, TN 38105*  
*Direct Line: 901-507-4192*



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From: Lauren Jenkins [<mailto:ljenkins@pittcomanagement.com>]  
Sent: Tuesday, June 07, 2016 5:26 PM  
To: Brona Pinnolis <[bpinnolis@memphiscrime.org](mailto:bpinnolis@memphiscrime.org)>  
Subject: RE: Grant Application

No worries tomorrow morning is fine. Thanks!

Lauren Jenkins  
Grants Manager  
Hyde Family Foundations

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From: Brona Pinnolis [<mailto:bpinnolis@memphiscrime.org>]  
Sent: Tuesday, June 07, 2016 5:12 PM  
To: Lauren Jenkins  
Subject: RE: Grant Application

Lauren, I have completed the amendment but I needed it to be reviewed because there were just one or two small questions I needed answered by someone who knows more about the new Public Safety Institute. Hopefully I will still get it to you a bit from now but otherwise it will be there tomorrow morning.

*Brona E. Pinnolis, JD*  
*Project Coordinator*  
*Memphis Shelby Crime Commission*  
*600 Jefferson, Suite 400*  
*Memphis, TN 38105*  
*Direct Line: 901-507-4192*



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From: Lauren Jenkins [<mailto:ljenkins@pittcomanagement.com>]  
Sent: Tuesday, June 07, 2016 11:01 AM  
To: Brona Pinnolis <[bpinnolis@memphiscrime.org](mailto:bpinnolis@memphiscrime.org)>  
Subject: RE: Grant Application

Hi Brona Since the application s already been submitted through the system, it can t be edited within the system anymore. I d suggest copying and pasting the text of the application I sent you into a Word document, make your changes there, and then email me the document once you ve got it finalized, and I ll manually update the request internally on our side. Does that work?

Today is fine to make the changes. I hope you re doing alright after your car accident! I can imagine it was pretty scary. Sorry you went through all that.

Warm regards,

Lauren Jenkins  
Grants Manager  
Hyde Family Foundations

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From: Brona Pinnolis [<mailto:bpinnolis@memphiscrime.org>]  
Sent: Tuesday, June 07, 2016 10:55 AM  
To: Lauren Jenkins  
Subject: RE: Grant Application

Lauren, how do I go in and amend this? That didn't seem to be one of the options on the home page. I see the issue and definitely will want to supplement this.

*Brona E. Pinnolis, JD*  
*Project Coordinator*  
*Memphis Shelby Crime Commission*  
*600 Jefferson, Suite 400*  
*Memphis, TN 38105*  
*Direct Line: 901-507-4192*



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From: Brona Pinnolis  
Sent: Tuesday, June 07, 2016 10:05 AM  
To: 'Lauren Jenkins' <[ljenkins@pittcomanagement.com](mailto:ljenkins@pittcomanagement.com)>  
Subject: RE: Grant Application

I am reviewing this now. I have had so much on my plate including Department of Justice videotaping here last Thursday and dealing with the aftermath of a pretty serious car accident (thankfully relatively minor injuries). I'll turn this around TODAY with your indulgence. Thank you.

*Brona E. Pinnolis, JD*  
*Project Coordinator*  
*Memphis Shelby Crime Commission*  
*600 Jefferson, Suite 400*  
*Memphis, TN 38105*  
*Direct Line: 901-507-4192*



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From: Lauren Jenkins [<mailto:ljenkins@pittcomanagement.com>]  
Sent: Tuesday, May 31, 2016 3:46 PM  
To: Brona Pinnolis <[bpinnolis@memphiscrime.org](mailto:bpinnolis@memphiscrime.org)>  
Subject: RE: Grant Application

Hi Brona Of course no worries Thursday would be fine. Here is the application that was filled in, below.

### General Application for Funding Organization Summary and Contact Information

Primary Contact Last Name

Please enter the first and last name of the person we should contact in relation to this request, specifically.

Brona Pinnolis

Primary Contact First Name

Brona

Primary Contact Title

project coordinator

Primary Contact E-mail

[bpinnolis@memphiscrime.org](mailto:bpinnolis@memphiscrime.org)

Primary Contact Phone

901-507-4192

Executive Director Last Name

Please enter the last name of your organization's Executive Director.

Gibbons

Executive Director First Name

Please enter the first name of your organization's Executive Director.

Bill

Board Chair first name

Please enter the first and last name of your organization's Board Chair.

Ben Adams

Board Chair last name

Adams

Phone number

Please enter a contact phone number for your organization's Board Chair

901-577-2307

Organization Name

Memphis-Shelby Crime Commission

Also Known As

Please enter any other name by which your organization is known.

Office Address

600 Jefferson Ave,  
Suite 400

City

Memphis

State

TN

Zip Code

38105

Organization Website Address

<http://www.operationsafecommunity.org>

Organization Phone

901-527-2600

Organization Fax

901-527-5300

Organization Tax ID number

621693848

Background and Population Detail

Please provide a brief history of your organization including your organization's vision and mission statement. Please also provide a summary of the services provided by your organization as well as a detailed, quantitative account of the population served by the organization in the last year.

The Memphis Crime Commission continues to be the lead agency for advancing a countywide plan to reduce and prevent crime in the Memphis and Shelby County. While the climate for crime prevention and reduction strategies tends to change with various federal grant opportunities, the Crime Commission's Operation: Safe Community planning efforts now represent nine years of a well-defined approach to crime reduction that advocates data driven decision making, engages numerous stakeholders and holds community partners responsible for performance outcomes.

## Project Detail

Project Title

Establishment of the Public Safety Institute at the University of Memphis

Request Amount

Please enter whole dollar amounts only.

100,000

Request Date

May 27, 2016

Project Start Date

Please enter the start and end dates for your project, if applicable.

September 01, 2016

Project End Date

August 31, 2017

Project Budget

Please enter the budget for this project, if applicable.

1,522,140

Geographical Area Served

Inside Memphis

Program Area



## Greenprint Certification

If applicable, is your project Greenprint-certified?

## Type of Support

General Operating Support

## Project Description

Please provide the following information:

- A detailed explanation of the need for the project
- The goals, objectives and work plan for your project
- The population that will be served by your proposed efforts and the anticipated impact on the targeted population
- A description of your organization's strategy for evaluating the project
- A description of your organization's past experiences and successes in relation to this project
- A project timeline
- How the funds requested from the Hyde Family Foundations will be used
- A brief review of other area organizations providing similar services and any efforts to coordinate with these organizations
- Explanation of how this project corresponds with the Foundations' program interests
- An explanation of why your organization is uniquely equipped to be successful, including a discussion of the qualifications of the organization's Executive Director, Project Manager (if different than the ED), and any other staff members assigned to the project.

Beginning with the launch of Operation: Safe Community in 2006, the work of the Crime Commission was strengthened through a contractual partnership with the University of Memphis Center for Community Criminology and Research (CCCR) led by Dr. Richard Janikowski. That partnership provided the Crime Commission with consistent, expert crime trends data and analysis, a clearinghouse of best practice information, research capacity and deep expertise in problem-solving issues of crime and delinquency. Above all, it ensured Operation: Safe Community was grounded in data and research. However, since Janikowski's retirement in 2013 and the closing of his Center, the Crime Commission has been operating with a handicap. Further, the Crime Commission on the Operation: Safe Community have never dedicated funds and intentionality -- now deemed essential by leadership-- to implement a research program to help the community better understand what's working and what isn't, and to guide our practice community in refining and improving their efforts. For example, while both the "Blue Crush" and "COP" policing programs are said to be working and are certainly data-driven, evidence-based models, we don't know enough about causal relationship of program to outcomes, or what elements of the programs are most effective.

To address the need above, the Crime Commission leadership has entered into an exciting new partnership with the University of Memphis to establish the Center for Crime, Law and Public Policy and share executive leadership between the two organizations in order to create a groundbreaking and nationally significant new "Research-Practice Partnership" in solving for crime and delinquency.

Specifically, the University of Memphis College of Arts and Sciences(which includes the School of Urban Affairs and Public Policy) has cooperated with the Memphis Shelby Crime Commission to co-found the University of Memphis Center for Crime, Law and Public Policy. The Center will draw on researchers across the University and throughout the Memphis community and beyond to explore policies and strategies addressing crime and improving public safety.

The Center will serve as Senior Fellow in the Department of Criminology and Criminal Justice and will simultaneously serve as the President & CEO of the Memphis Shelby Crime Commission.

The Center will be funded by and operate under a contract with the Crime Commission to:

1. Identify evidence based practice and solutions, and generally bring deep expertise to problem-solving issues of crime and delinquency.
2. Publish and analyze local crime statistics and trends.
3. Organize colloquia and symposia to promote thought leadership and discussion to improve practice related to crime and public safety.
4. Help define and execute an applied research agenda tied directly to Operation: Safe Community and local

community practice.

Project Goal:

The goal is to evolve the Crime Commission and U of M into a nationally recognized research practice partnership -- a "think and do tank" -- for solutions that address crime and delinquency. Immediate major actions that would be important are to 1) establish the Center, 2) bring Crime Commission practitioners together with faculty across the U of M to establish a research agenda, 3) begin execution of that research agenda.

Lauren Jenkins  
Grants Manager  
Hyde Family Foundations

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From: Brona Pinnolis [<mailto:bpinnolis@memphiscrime.org>]  
Sent: Tuesday, May 31, 2016 3:39 PM  
To: Lauren Jenkins  
Subject: RE: Grant Application

Lauren, thanks for getting in touch with me. I have not yet seen the application as Rick Masson got that submitted for us and do want to read through it before answering your question. I am very pressed right now. Would getting back to you by Thursday be too late? If so, I will review it tonight as I have meetings all day tomorrow. Thanks for the heads up.

*Brona E. Pinnolis, JD*  
*Project Coordinator*  
*Memphis Shelby Crime Commission*  
*600 Jefferson, Suite 400*  
*Memphis, TN 38105*  
*Direct Line: 901-507-4192*



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From: Lauren Jenkins [<mailto:ljenkins@pittcomanagement.com>]  
Sent: Tuesday, May 31, 2016 3:03 PM  
To: Brona Pinnolis <[bpinnolis@memphiscrime.org](mailto:bpinnolis@memphiscrime.org)>  
Subject: Grant Application

Hi Brona,

I was just reviewing MSCC's new grant application, and I noticed that, under the Project Description section, the narrative stops after the three project goals listed but doesn't include any of the other project description items that we request in [our guidelines](#). Was that intentional? Do you want me to use the narrative as-is? Just wanting to double-check before passing along to the Program Director/Gretchen.

Thanks!  
Lauren Jenkins  
Grants Manager  
Hyde Family Foundations  
17 W. Pontotoc Avenue, Suite 200  
Memphis, TN 38103  
T: (901) 685-3409  
F: (901) 683-7478  
[www.hydefoundation.org](http://www.hydefoundation.org)

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